CPRS Monitoring Report

Policy: 2.0
Title: Global
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.0
The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

Compliance with this policy will be achieved when the following outcomes are realized (interpretation):
Policies nested within these Executive Limitations are found to be in compliance.

Policy	Title	Compliance Reported
2.1 – 2.1.2	Treatment of Members	
2.2 – 2.2.3	Treatment of Staff	
2.3 – 2.3.3	Financial Planning and Budgeting	
2.4 – 2.4.9	Financial Condition and Activities	
2.5 – 2.5.9	Asset Protection	
2.6 – 2.6.4	Compensation and Benefits	
2.7	Emergency Executive Director Succession	
2.8 – 2.8.7	Communication and Support of the Board	

CPRS Monitoring Report

Policy: 2.1 – 2.1.2
Title: Treatment of Members
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.1 – 2.1.2
With respect to interactions with members or those applying to be members, the Executive Director shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality, privacy, or quality service.
Further, without limiting the scope of the above policy, the Executive Director shall not:

- 2.1.1 – Expectation of Services: Fail to establish with members a clear understanding of what may be expected and what may not be expected from the service offered.
- 2.1.2 – Grievance Process: Fail to inform members of this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

	Interpretation	Goal(s)	Performance Indicators
1	Members, and those applying to become members, feel welcome, professionally treated and are satisfied with the quality of programs and services offered by CPRS Members are defined as professional members, commercial (company) members, partners, and sponsors	Member satisfaction survey conducted in 2018 continues to drive goals and improvements; we will conduct multiple 'listening tours' in 2021-22 with the goal of: • Evaluating the full scope of CPRS education – at HQ, Region, District and Section levels • Develop an education plan, ensuring all members are able to access education they need at multiple levels • Evaluate the CPRS membership structure	

		A full-scale member satisfaction follow up survey will be conducted every 5 years, as budget allows (2023)	
	Member information gathered will be non-intrusive, limited to only necessary information for participation purposes; stored securely; and will not be shared without member consent	Data collection / dissemination process follows all appropriate laws and industry best practices, as well as CPRS Privacy Policy	
2	Physical locations of all CPRS events and programs will meet or exceed ADA standards and members will feel safe from harm; special accommodations requested by members will be met to the best of our ability	Accommodations: ● All registration forms include a question about special accommodations ● Fulfill any special needs requested including but not limited to special dietary requests and sign language interpreters	
4	Members feel informed, welcome and ready to engage Members are aware of how to reach ED/Board in event of any issue they'd like to report	Conduct listening tour specific to Membership and determine if any changes are needed to current membership structure; prepare to implement any changes in FY 2022-23. ED/Board contact information is easily found on CPRS website and included in all correspondence	
6	The Board shall be notified of member dissatisfaction if the ED has not been able to satisfy the members concerns Board/Executive Policy 3 outlines that the ED is the individual responsible for solving member concerns or issues	Access to the Board, Executive Director and Staff available in multiple ways Personnel policy in place outlining treatment of members by staff Standard of Conduct in place outlining member and leader expected behavior	

CPRS Monitoring Report

Policy: 2.2 – 2.2.3
Title: Treatment of Staff
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.2 – 2.2.3
With respect to the treatment of paid and volunteer staff working in the CPRS office assigned to operations work, the Executive Director may not cause or allow conditions that are unfair or undignified.
Further, without limiting the scope of the above policy, the Executive Director shall not:

- 2.2.1 – Personnel Policies: Operate without written personnel policies that clarify personnel rules and code of conduct for staff, provide for effective handling of their concerns, and protect against wrongful conditions. Either separately or as a part of the personnel policies, a Code of Conduct shall be included.
- 2.2.2 – Whistleblowing: Allow staff members and volunteer staff members to be discriminated against for expression of ethical dissent, nor to be without clear encouragement to report or inquire about illegal practices, improper conduct, or serious violations of CPRS' policies. While anonymity will be protected if requested, staff or volunteers must recognize that CPRS may be unable to fully evaluate a vague or general complaint or report inquiry that is made anonymously.
    - 2.2.2.1 – Reporting Mechanism: Allow staff members and volunteer staff members to be uninformed about their right to raise in confidence any matters covered by this policy with the Executive Director or, if the Executive Director is implicated, with the Chairperson, or if the Chairperson is implicated, with another suitably independent named person. This policy is not intended to provide a means of appeal from outcomes reached under 2.2.1 above.
    - 2.2.2.2 – Abuse: Tolerate bad faith, knowingly false or frivolous complaints, reports or inquiries, or other abuse of this policy.
- 2.2.3 – Rights Under This Policy: Fail to acquaint staff with their rights under this policy.

	Interpretations	**Goal(s)**	**Performance Indicators**
1	No reports received from staff or volunteers of being treated unfairly or in an undignified manner	Reporting mechanisms include: • Direct report to ED • Direct report to Board Chair or other board members • Direct report to Paychex HR services	

2	Physical work location is clean, orderly, safe, ADA compliant; any special accommodations are fulfilled to the best of our ability	HQ building is kept in clean, safe and working order: • Ongoing maintenance occurs with HVAC, sewer and well systems • Office spaces are cleaned 2 x wkly	
3	Personnel Rules/Handbook is up to date with Federal and State laws and available to all staff	FY 2021-22 Updates to include any updated COVID related and/or Work From Home related policy changes. • Update to Board for review in July • Present to Staff in August Personnel Rules/Handbook available to all staff members, in multiple ways: • Hard copy • Via our internal shared drive • Through ED, Director of Finance or immediate supervisor	
5	Employees and volunteers feel safe to report or inquire about illegal practices, improper conduct, or serious violations of CPRS' policies, should they feel it is occurring	Any/all reports or inquiries are fully investigated and resolved; false reports are not tolerated	
6	Neither staff nor volunteers will be treated negatively or inappropriately should they question or report any perceived illegal practices, improper conduct or serious violation of CPRS policies	Zero reports of retaliation are presented to Board, ED or other authorities	
8	Staff report feeling informed about all aspects of this policy	Annual survey of all staff will occur to assess awareness of this policy and the rights afforded to all employees	

CPRS Monitoring Report

Policy: 2.3 – 2.3.3
Title: Financial Planning and Budgeting
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.3 – 2.3.3
Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the board's ENDS priorities, risk financial jeopardy, or fail to be derived from a multiyear plan.
Further, without limiting the scope of the above policy, the Executive Director shall work with the Secretary/Treasurer and shall not:

- 2.3.1 – Information: Establish budgets that fail to:
  a) Give credible projection of revenues and expenditures
  b) Separate capital and operational items
  c) Disclose cash flow
  d) Include planning assumptions

  Such information shall be provided at an agreed-upon timeframe and routine basis.
- 2.3.2 – Excess Expenditure: Establish budgets that plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period or allow cash to drop below a safety reserve of less than 3 months operating budget.
- 2.3.3 – Board Budget: Establish budgets that provide less for board activities during the year than is set forth in the Annual Board Planning Calendar.

Compliance with policies within 2.3 will be achieved when the following outcomes are realized (interpretation):

1. 3 months operating funds are in designated reserves at all times; funds are accessible via cash, should the need arise
2. Board budget accurately reflects priorities outlined in the Annual Board Planning Calendar

	Interpretations	Goal(s)	Performance Indicators
	SOCIETY Budget		
1	FY budget covers all programs and services that achieve board stated ENDS	Budget categories align with Board stated ENDS policies and include: • Membership • Education	

		• Advocacy • Operations • Reserves	
2	FY is May 1 – April 30 Budget planning takes into consideration past performance, market conditions, and new or changed operating needs Budget expenditures do not exceed revenues	• Annual adjustments made based on needs • Adjustments discussed with Board and all Director level staff • Budget review with Secretary/Treasurer occurs on a regular basis • Investigate alternative funding related to COVID recovery	
	Board is educated on society budget development and approves the overall budget at their first meeting of the year	• Budget work session(s) scheduled annually	
3	Monthly budget reports accurately reflect actual performance as compared to budget projections, in clearly specified categories	• Monthly budget reports available within 30 days of end of previous month • Periods around conference (March) and end of year (April), reports will be available within 45 days of end of previous month, to ensure all final accounting for these 'events' have been realized	
5	CPRS is adequately funded should a loss in revenue occur	3 months operating funds are secured in designated reserves at all times	
	BOARD Cost of Governance		
6	Adequate funding is available for the Board to fulfill it's governance duties	Budget accurately reflects: • Projects outlined within the Board work plan/Planning Calendar • Anticipated travel for board members	

CPRS Monitoring Report

Policy: 2.4 – 2.4.9
Title: Financial Conditions and Activities
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.4 – 2.4.9
With respect to the actual, ongoing financial conditions and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in ENDS policies.
Further, without limiting the scope of the above policy, the Executive Director shall not:

- 2.4.1 – Expenditure of Funds
    a) Expend more funds than have been received in the fiscal year to date unless the debt guideline is met
    b) Allow replacement funds to be re-paid later than 3 years
- 2.4.2 – Debt Guideline: Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days
- 2.4.3 – Emergency Reserve: Use any emergency reserve unless authorized by the Board
- 2.4.4 – Inter-fund Shifting: Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue within thirty days
- 2.4.5 – Timely Manner: Fail to settle payroll and debts in a timely manner
- 2.4.6 – Government Payments: Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed
- 2.4.7 – Real Property: Acquire, encumber, or dispose of real property
- 2.4.8 – Pursuit of Receivables: Fail to aggressively pursue receivables after a reasonable grace period
- 2.4.9 – Conflict of Interest: Allow proposed and ongoing transactions to be unmonitored by the Executive Director and chief financial officer for actual or potential conflicts of interest in order that these may be disclosed to the Chairperson for dealing with whether discovered before or after the transaction has occurred.

	Interpretations	Goal(s)	Performance Indicators
2	Annual budget outlines priorities for the year; expenditures should be adjusted as needed to keep society in good fiscal condition	Budget is approved at first board meeting of fiscal year (May)	

		Regularly scheduled budget review sessions/budget adjustments will occur between ED and Board.	
3	Designated reserves, especially Emergency reserves, are to be kept in-tact unless authorized by the board for use	Through budget development/approval process/review, Board is made aware of: • Any use of undesignated reserves • Inter-fund shifting • Debt guideline activation Emergency or Contingency reserve spending must be pre-authorized by Board	
5	CPRS remains current on all debts, payroll, tax payments and filings	• Payroll distributed on bi-weekly schedule • Bills paid on 1st and 15th of each month • All local, state and federal taxes, payments and filings are accurate and turned in on time	
6	Real property is CPRS HQ located at 7971 Freeport Blvd, Sacramento, CA	No purchase nor selling of real property occurs	
7	All accounts receivables will be monitored and pursued on a monthly basis	Accounts receivables are monitored and pursued on a monthly basis	
8	CPRS leaders and key staff members are aware of any real or potential conflicts of interest	Disclosure of Conflict(s) of Interest: • Online form completed by all leaders and key CPRS staff members by May 31 each year • Policy included in District/Section Answer Book	

CPRS Monitoring Report

Policy: 2.5 – 2.5.9
Title: Asset Protection
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.5 – 2.5.9
The Executive Director shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.
Further, without limiting the scope of the above policy, the Executive Director shall not:

- 2.5.1 – Theft and Casualty Losses: Fail to insure against theft and casualty losses to at least 80 percent of replacement value and against liability losses to board members, staff, and the organization itself
- 2.5.2 – Funds Access: Allow non-bonded personnel access to material amounts of funds
- 2.5.3 – Facilities and Equipment: Subject facilities and equipment to improper wear and tear or insufficient maintenance
- 2.5.4 – Liability Exposure: Unnecessarily expose the organization, its Board or its staff to claims of liability
- 2.5.5 – Protection from Loss or Damage: Fail to protect intellectual property, information, and files from loss or significant damage or disposal before IRS recommended standards
- 2.5.6 – Auditor's Standards: Receive, process, or disburse funds under controls that are insufficient to meet the standards of the board appointed auditor
- 2.5.7 – Operating Capital: Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than an AA rating, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions
- 2.5.8 – Joint Ownership / Contractual Arrangements: The Executive Director shall not enter or maintain any joint ownership or contractual arrangement without terms and safeguards adequate to ensure that the CPRS tax exempt status is protected
- 2.5.9 – Public Image Asset: Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of mission

	Interpretations	Goal(s)	Performance Indicators
1	Board appointed auditor will conduct an annual audit to ensure all funds are received, processed and disbursed within generally accepted accounting practices (GAAP)	Annual audit occurs in July, with report to board in August.	

	Current Board appointed auditor is MUNCPA's for the term of 2020-2023		
2	Insurance coverage is in place and provides 80% or more coverage for replacement purposes	Policies include: • General liability policy - $1 million umbrella policy • Flood insurance • ERISA (fiduciary bond for pension trustees) • Conference cancellation insurance • Travel Accident insurance for Board and Staff • Worker's Compensation insurance • Director's & Officers insurance	
3	CPRS as an organization, all volunteers, leaders and staff are adequately covered in the event of a liability claim	Policies, procedures, and safeguards are in place to protect the organization, staff, board and volunteer leaders from claims of liability	
4	Proper physical and digital storage/back-ups are consistently in place to protect intellectual property	• Membership information, financial reports, Board minutes and governance documents are stored digitally and backed up daily via cloud-based backup system • Corporation papers, property ownership documents and other permanent files are stored in fire proof room • Staff documents are kept in locked drawer in ED office • IRS record retention rules are followed	
	HQ building, land, and equipment housed within/on premises are maintained, safe and used properly	Ongoing maintenance occurs with HVAC, sewer, and well systems Continue to update Building Repair and Equipment Replacement schedule as work is conducted	

5	Proper representation and protection of CPRS tax status is paramount in all partnership, contractual or joint ownership arrangements	All contracts are reviewed and signed by the Executive Director	
6	Communication with media, stakeholders, members and public policy officials will promote a positive image of CPRS, its staff, board, members and the profession	• Positive representations of members and parks & recreation are created and shared widely • Google Alerts is used to track media, blogs and social media mentions • Board and ED communicate regularly, share any pertinent incidents or complaints that may endanger our image and work collectively to mitigate any issues	

CPRS Monitoring Report

Policy: 2.6 – 2.6.4
Title: Compensation and Benefits
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.6 – 2.6.4
With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image.
Further, without limiting the scope of the above policy, the Executive Director shall not:

- 2.6.1 – Executive Director: Change her/his own compensation and benefits
- 2.6.2 – Packages: Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed
- 2.6.3 – Obligations: Incur non-funded liabilities or create compensation obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue
- 2.6.4 – Stability and Equality: Establish or change pension benefits so as to cause unpredictable or inequitable situations

	Interpretations	Goal(s)	Performance Indicators
1	No negative claims regarding employment, compensation or benefits filed by any employee, consultant, contract employee or volunteer	Zero claims filed/reported	
2	Any change to the ED compensation or benefits must be authorized and communicated, in writing, directly to the Director of Finance by the Board	ED compensation evaluated along with Performance Review annually	
3	Employee benefit/compensation packages remain competitive, are in line with the Sacramento/Roseville metropolitan area market, and are offered equitably	• Employee benefits are managed through Gallagher & Assoc and are reviewed annually • Employee compensation surveys conducted every 3-5 years; Full survey	

		completed by HR Consultants Paychex in FY 2018-19 (new survey in FY 2022-23). • Salary ranges (NOT actual pay increases) (except ED) increase annually according to CPI, to stay within market averages • Cost of living and/or merit increase procedures are outlined in our personnel manual • Compensation and benefits are fully funded in annual budget • All benefits, CPRS Pension Plan and self-funded 401K plans offered to all eligible employees, as outlined in the Personnel Handbook	

CPRS Monitoring Report

Policy: 2.7
Title: Emergency Executive Director Succession
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.7
In order to protect the board from sudden loss of Executive Director services, the Executive Director may have no fewer than two other staff members familiar with board and Executive Director issues and processes.

	Interpretations	**Goal(s)**	**Performance Indicators**
1	CPRS HQ team is equipped to cover in the event the Executive Director is out on extended leave	• Regular meetings are held between ED and staff to keep team up to date on projects and priorities • An 'acting Executive Director' is named should ED be away from the office for more than 2 consecutive days Executive Director Emergency Succession Plan: • Reviewed and updated annually • Available in multiple locations	
	CPRS HQ team is prepared in the event of loss of other staff	Develop a full succession plan, including all current positions • DRAFT by September 2021	
	See Executive Director Emergency Succession Plan – attached and online		

EMERGENCY SUCCESSION PLAN

Presented to CPRS Board of Directors
Updated May 2021

Procedure for the Appointment of an Acting Executive Director in the Event of an Unplanned Absence of the Executive Director

Rationale
To ensure the continuous coverage of executive duties critical to the ongoing operations of *California Park & Recreation Society* and its services to members, the Board of Directors is adopting procedures for the temporary appointment of an Acting Executive Director in the event of an *unplanned and extended absence* of the Executive Director.

While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have an emergency executive succession plan in place. It is expected that this plan will ensure continuity in external relationships and in staff functioning.

Priority functions of the Executive Director position at *California Park & Recreation Society*
The following are the key functions of the Executive Director to be covered by an acting director:

- Comply with the Board approved Executive Limitation and Ends policies
- Support the Board of Directors to:
    - ensure integrity and strength of Board leadership and address issues around clarity of role as stated in the Board's Governance Process and Board/Executive Limitation policies, governance, policy governance, bylaws/policies, corporate structure, and membership
    - assist with orientation of new Board members
    - prepare Executive Limitations and Ends monitoring reports to Board of Directors as scheduled
    - prepare informational reports on CPRS programs and services for the Board of Directors
- Comply with Board approved job specifications
- Convene and lead the Management Team
- Participate in recruitment, interview, selection and evaluation process for directly supervised staff
- Strategize organizations' short-range and long-range program and project goals, particularly in Organizing and Planning:
    - identify overall finance goals and plans
    - establish, maintain and cultivate relations with the Board, members, Districts, Sections and Stakeholders that support organizational goals, programs and activities
    - maintain accountability for current year operating budget and for financial performance of portfolio
    - public policy and legislative advocacy (supervise legislative advocate)

- Serve as the organization's manager, representative, and spokesperson to key stakeholder groups (i.e., NRPA, State Park & Recreation)

Succession plan in event of a temporary, unplanned absence –
SHORT TERM

Definitions:

- A temporary absence is one in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved.
- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A short-term absence is more than 30 days

Who may appoint the Acting Executive Director
The Board of Directors shall authorize the President to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director. In the event of an unplanned absence of the Executive Director, the designated acting Executive Director shall immediately inform the Board President of the absence. The CPRS President shall notify the full Board of Directors of the unplanned absence.

Standing appointee to the position of Acting Executive Director
The position description of Susan Wipf, the Director of Membership and Marketing, specifies that she shall serve as Acting Executive Director in the absence of the Executive Director.

First and second back-ups for the position of Acting Executive Director
Should the designated Director be unable to act as Acting Executive Director, the first back-up appointee will be Tammy Campos, Director of Finance. The second back-up appointee will be Crystal Bolanos, Director of Education.

Cross Training plan for appointees
The Executive Director shall develop a plan for training the potential appointees in each of the priority functions of the Executive Director which are listed above.

Authority and restrictions of the appointee
The person appointed as Acting Executive Director shall have the full authority for decision making and independent action as the regular Executive Director in accordance with current Executive Limitations policies and that support implementation of the Board approved Ends policies and the current job specifications.

Compensation
The Acting Executive Director shall receive a temporary salary increase to the entry level salary of the Executive Director position or to 5% above his/her current salary, whichever is greater, while serving as Acting Executive Director starting on the 31st day of serving as Acting Executive Director.

Board of Directors oversight and support to the Acting Executive Director
As with an Executive Director, the Board of Directors will have responsibility for monitoring the work of the Acting Executive Director. The Board will also be alert to the special support needs of the executive in this temporary leadership role.

Communication Plan
As soon as possible after the Acting Executive Director has begun covering an unplanned absence, the President shall communicate the temporary leadership structure to the following key supporters external to California Park & Recreation Society:

- CPRS Legislative Advocate
- CPRS Board-appointed Auditor
- District & Section Presidents
- CPRS Committee and Task Force Chairs
    - A-Team
    - Conference
    - Awards
    - Others existing at that time
- National Recreation & Park Association (NRPA)
- CA Association of Recreation and Park Commission & Board Members (CAPRCBM)
- CA Park & Recreation Certification Board (CBRPC)
- CA Foundation for Parks & Recreation (CFPR)
- Any external groups that the Executive Director is an appointed member

Succession plan in event of a temporary, unplanned absence –
LONG TERM

Definitions:

- A temporary absence is one in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved.
- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A long-term absence is more than 3 months

Procedure
The procedures and conditions to be followed shall be the same as for a short-term absence with the following addition:

- The Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily back-fill the director position left vacant by the Acting Executive Director. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary director would focus on covering the priority areas in which the Acting Executive director needs assistance.

Succession plan in event of a PERMANENT unplanned absence.

Definition
A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

Procedures
The procedure and conditions shall be the same as for a long-term temporary absence with one addition:

- The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent executive director.

Approvals and maintenance of record

- Succession plan approval
    - This succession plan will be approved annually by the Board of Directors as part of its assessment of Executive Limitations policies.

- Signatories
    - This plan shall be signed by the Society President and the Executive Director.

- Maintenance of record
    - Copies of this plan shall be maintained by the Society President, President-elect, Vice President, the Executive Director, two back-up appointees, and the California Park & Recreation Society attorney. A copy shall be placed in the internal shared drive for CPRS staff members, as well as in the Board Library on our website.

Signatures:

_____

CPRS President Date

_____

CPRS Executive Director Date

CPRS Monitoring Report

Policy: 2.8 – 2.8.7
Title: Communication and Support of the Board
Report Type: Internal
Responsible: Stephanie Stephens
Monitoring Period: May 2021 – April 2022
Compliance:
Assessment Link:

Date Reported: Interpretations presented May 2021

Policy 2.8 – 2.8.7
The Executive Director shall not permit the Board to be uninformed or unsupported in its work.
Further, without limiting the scope of the above policy, the Executive Director shall not:

- 2.8.1 – Information Generation for Board Knowledge: Let the Board be unaware of:
  - relevant trends
  - anticipated adverse media coverage
  - status of relationships with stakeholders
  - consultations with the attorney regarding serious concerns
  - budgets and projections that include revenues and expenditures, capital and operational items, and cash flow/planning assumptions
  - material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established
- 2.8.2 – Monitoring Data: Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored
- 2.8.3 – Timely Reporting of Non-compliance: Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board. The timing of reporting to the Executive Committee is triggered when consultation with the attorney is required to resolve an issue or concern.
- 2.8.4 – Counsel Regarding Board Behavior: Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on governance and the Board/Executive Relationship, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Executive Director
- 2.8.5 – Information Presentation: Present information in unnecessarily complex or lengthy form or in a form that fails to identify its information type: monitoring, decision preparation, or other
- 2.8.6 – Mechanisms for Communications: Fail to provide a mechanism for official Board, officer, or task force communication
- 2.8.7 – Information Requests: Fail to deal with the Board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board

	Interpretations	Goal(s)	Performance Indicators
1	The Board feels supported in their work Communication with the Board includes relevant trends in the industry, potential issues, material changes within the organization and/or potential changes to Board policy that may be warranted	• Resources are shared with Board members via online library and email • Staff are available to assist in task force work as requested by Board task force leaders • Communication channels are free flowing; all board members have ED's cell phone and office phone number, as well as email • Regular reporting mechanism developed to keep board informed • Board members have access to multiple communication channels and resources • Relationship between Executive Director and Board is one of mutual respect	
2	Monitoring reports are completed accurately and according to schedule; information shared is understandable and not overly complex	EL and ENDs interpretations/goals: • reviewed by Board in May 2021 • final monitoring reporting due in May of 2022	
3	Anticipated non-compliance must be reported to the Board	Any anticipated non-compliance must: • be reported to the Board in a timely manner • include reason for non-compliance • outline plan to return policy into compliance including reasonable timeline/milestones	
4	The relationship between the Board and ED conforms to stated policies and fosters a positive flow of information and mutual respect	Inform the Board if, in my opinion as ED, the Board has deviated from its own governance policies	
5	The Board is treated and functions as one 'unit' of governance	All board members feel informed and included in decision making process	

		An Executive Committee consisting of the President, President-Elect, Vice President and Secretary/Treasurer does meet with the ED on a monthly basis, to 'check in' on Board work related items, to help develop meeting agendas and serve as general support to/from staff/board	
6	Expenditures made by the Executive Director are monitored and reported on a regular basis	Executive Director credit card statements and all supporting receipts shared with Secretary/Treasurer on a monthly basis	